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MAR 6 1956

MEMORANDUM FOR: Deputy Director (Support)
Deputy Director (Plans)

SUBJECT: Annual Report of the Special Support
Assistant to the Deputy Director (Support)

REFERENCES: A. DCI Memorandum dated 3 February 1955
B. Memorandum from DD/P to the DCI, subject,
"DD/S Support Plan for the DD/P," dated
14 July 1955 (Concurred in by COPS and the
DD/S as Memorandum for the Record, but not
forwarded to the DCI).

1. Pursuant to Reference A, I have been functioning as the Special Support Assistant to the Deputy Director (Support) administering an integral part of the staff of the Deputy Director (Support), physically located within the DD/P, to ensure that the Clandestine Services receive adequate support. Although it was stipulated that the Special Support Assistant to the Deputy Director (Support) would "not assume any DD/P command authority," it was felt necessary by the DD/P to delegate a good many of his authorities to me since he had no support staff to which to turn for this type of function (Note Tab E). Thus, these authorities have been carried out at the direction of the DD/P. This double approach to the SSA-DD/S support responsibilities for both DD/P and DD/S has caused some conflicts which, by and large, have been surmounted and do not reflect any pitfalls or hurdles to the normal support to the Clandestine Services. The SSA-DD/S has served as a catalyst by supervising and coordinating for the DD/P the activities of representatives of the support chiefs under the DD/S who are detailed to monitor and coordinate their support responsibilities to the Clandestine Services. Additional supervision, coordination and administrative support has been given by me to PAPS, Commercial Staff, Visual Aids, Publications Control and Registry. In addition, with the establishment of a Special Planning Assistant to effectively coordinate support and operational planning I have monitored and reviewed activities and participated with him when requested.

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Document No.	70
No Change In Class.	<input checked="" type="checkbox"/>
<input type="checkbox"/> Declassified	(45)
Class. Changed to:	TS S C
Next Review Date:	1989
Auth.	HR 70-3
Date:	4 Jan 79
By:	016

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2. After directing the activities of the SSA-DD/S group for approximately six months, the functions briefed above were reviewed with the Deputy Director (Support) and the Chief of Operations, DD/P, both of whom not only concurred with the support being provided but concurred in continuing the SSA-DD/S efforts as stipulated in Reference B.

3. I have reviewed the support provided by the support staffs in the DD/P components periodically and have discussed ways and means of strengthening these activities with the support chiefs of those components. Occasional discussions have also been held with the Division and Staff Chiefs in DD/P in order to constantly improve the efficiency of our work and effectiveness of the support provided their elements. It has been the continuing effort of the SSA-DD/S to review and provide staff guidance to these separate components in order to increase their capabilities. The competent way in which the SSA units have done their jobs is clearly brought forth in their own annual reports (Tabs A, B, C and D).

4. Also, it has been possible to provide a very real service to the DD/P by carrying out many of his administrative authorities (Tab E). The analysis and solution of cases within these authorities require meticulous and time-consuming staff work.

5. The following functions composed the major drive of the SSA-DD/S during the past year:

a. Audit Reports and Responses

There was no coordinated program within which audit reports were being handled. During the past six months it has been possible, with the combined efforts of the Chief, Audit Staff, and the SSA(Comp), to develop a sound procedure which effectively provides the controls required by both the DD/P and the DD/S and brings audit actions to the attention of these officials and the appropriate elements of their staffs. It also insures prompt remedial action to exceptions brought forth therein. This procedure covers audit reports on all types of activities, including both projects and stations.

b. Development of Project Support System

The reviewing of projects by DD/P-Admin was basically a function carried out by the Chief, DD/P-Admin. However, under

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the SSA-DD/S arrangement I found it necessary to provide an appropriate review of the support entailed in projects for both the DD/P and the DD/S. Therefore, a new procedure was activated placing the basic responsibility on the chiefs of support in DD/P, for properly planning and laying on the support of projects.

In order to properly relate the support required in projects to the operational aspects of that project, I am of the opinion that a concept along the lines of the triangle chart (Tab F) would have to be applied. This chart merely reflects that there are three basic segments in the building of a successful project requiring separate consideration and handling.

~~In order~~ to make such a plan effective it would be necessary to adjust the existing project outline. Without eliminating any of the essential aspects of the current project outline it could be made a great deal more meaningful, practical and useable, if the support aspects presently touched upon in project outlines, annexes and Admin Plans were to be examined as segments of a unified Support Paper for the project. This would call for the proper recognition of the division or staff's responsibility for forwarding a project with all of its support aspects complete and attached thereto. A single Support Paper for each project when properly coordinated and developed would simplify the relating of each project to the total DD/P planning system and the support aspects related thereto.

Adjustments would be required in the present project outline and have been discussed briefly with the IG and members of the PP and FI Staffs.

The type of action typified by the chart in Tab J is basically the responsibility of support chiefs, when a project is being developed. I am in the process of clarifying and simplifying these existing arrangements and anticipate having appropriate action applied uniformly by the Support Staffs of the operating divisions. This calls for even greater strengthening of the ties between Support Staffs and the support elements of the DD/S, and will always call for a review by a senior staff component(s) in behalf of the DD/P.

Whether project actions involve new projects, renewals, amendments or terminations, they will be reviewed to insure that all

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support has been appropriately planned for, and the project, therefore, is supportable from money, personnel, materiel and all other support standpoints. All such actions are, at this time, categorically rechecked for commercial management and administrative plans considerations. If a project is either proprietary or subsidy in nature, it is always referred to the PAPS Staff and/or the Commercial Staff during staff review.

c. Admin Plans

As indicated six months ago, the responsibilities of the PAPS Staff should be adjusted and the basic requirement for the development of administrative plans, if and when required, should be placed upon the component responsible for the project. Thus, two or three technicians might be left as a part of the DD/S Staff to provide technical guidance and review, and to actually develop appropriate finance and budgetary plans (Admin Plans) for the few extremely large and complex projects. Action should be taken along these lines as soon as Regulations [REDACTED] and [REDACTED] are issued. I am making plans accordingly and am now working on the related procedures.

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What is now the essential part of an Admin Plan should be reconstituted as the "Comptroller's Plan" in the project's "Support Paper." Those other parts of a present Admin Plan falling outside of the Comptroller's jurisdiction would be appropriately included in the various other plans within the Support Paper where required. It is anticipated that a good many of the quotes from regulations presently included in Admin Plans could be eliminated when a section is included in the Support Paper dealing with "references to pertinent regulatory issuances recommended as guidance in the conduct of this project."

Senior Staff review of a project's support aspects and Admin Plan should appropriately be performed for DD/P by the small Plans Support Staff and for the DD/S by the reduced but revitalized PAPS Staff -- proposed within ADD/S-SS -- (Note Tab I).

d. Staffing of IG and I&R Comments Re Support of DD/P Activities

Procedures are now in effect for coordinating the review of and response to I&R and IG reports. In the interest of sound

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policy and compatible procedures this coordination and review should continue to be performed for the DD/S by the SSA-DD/S (proposed ADD/S-SS).

e. Support Review of DD/P Programs

A lack of continuity between support and operations planning called for drastic action and by establishing a strictly controlled review mechanism it is now possible to bring forth timely responses from the DD/S components to the DD/P programs as they are submitted. Thus, the support elements now have the opportunity prior to the submission of their own programs and budgets to clarify any limitations or inabilities apparent in the anticipated requirements for support as laid down in the DD/P Programs. Such comments are now to be reflected during the period of annual program submissions -- the spring quarter of each year. These will come through the Support Committee members and via the SPA to the SSA-DD/S who, sitting on the DD/P Review Board, can submit support qualifications both in writing and orally. Adjustments are usually made by the Clandestine Services elements concerned in collaboration with the appropriate support components. The support qualifications plus the detailed comments on each program are submitted laterally to the DD/S for his use at the FRC. Included herein are the comments of the Comptroller and other DD/S chiefs so that a separate review -- as was the case heretofore -- does not have to be made in behalf of the DD/S at the time of his FRC consideration of each DD/P element's program.

f. Admin Workload Study

The first complete review of this February 1955 Study is attached (Tab H). I believe it speaks for itself. Of the recommendations made by the joint operations and support team, all have been studied and worked upon during the past year; three and parts of three others have been acted upon conclusively; five do not require further action other than regular normal staff consideration and periodic review; thirteen call for continuing action at least in part.

It should be the responsibility of the SSA-DD/S (proposed ADD/S-SS) for the DD/S and also the Support Staff serving the DD/P (currently the SSA-DD/S and the proposed Plans Support Staff) to have as a hub of their activities the development of an increasingly effective system for supporting operations.

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g. Recommendation for the Reorientation of Staff
Level Support for the DD/P

Headway has been made toward my three major goals of (1) cementing the rapport and procedural areas between the support staffs in the DD/P and the support elements of the DD/S; (2) causing the Chiefs of Support Staffs, under the direction and command of their division or staff chief, to assume in full their proper responsibility for insuring the effective and timely support required by their individual DD/P components; and thus (3) leaving the SSA-DD/S with the staff responsibilities placed upon it by the DD/P and the DD/S. With the firming up of these goals it has now become possible to consider any further appropriate reorientation of the functions of responsibilities of the SSA-DD/S including clarification of the command relations. What appears at this time to be a logical conclusion commandwise appears in Tab I. A general review of the present SSA-DD/S mission and functions with related responsibilities and authorities indicates that such an arrangement could be quite feasible and practical.

I am convinced it is possible through such a reorganization as indicated in Tab I to:

(1) Provide the DD/P with a very small Clandestine Support Staff to facilitate the preparation of Staff Studies in the support field, monitor and review the support activities and carry out those appropriately detailed administrative authorities for the DD/P;

(2) Provide senior personnel in the key DD/S offices of Logistics, Personnel and Comptroller as well as in the Office of the DD/S itself, in order to insure for the DD/S that his support of the DD/P activities is being appropriately provided when and as required by the DD/P.

6. It is recommended that your approval be given to the principle of reorientation as put forth in paragraph 5.g. above. It is also recommended that the SSA-DD/S pursue this proposal in a definitive fashion and present to the DD/P and the DD/S for their early approval the following:


a. The areas of dispersion of positions and personnel concerned.

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- b. Appropriate organizational charts.
- c. Proposed mission, functions and command relationships of each element.

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Special Support Assistant
to the
Deputy Director (Support)

Attachments:

- TAB A - SSA(A) Report
- TAB B - SSA(PERS) Report
- TAB C - SSA(LOG) Report
- TAB D - SSA(COMP) Report
- TAB E - Delegations of Authority
- TAB F - Unified Approach to Project Support
- TAB G - Project Support Staffing Record
- TAB H - Status Report of Administrative
Workload Study
- TAB I - Proposed Future Staffing of Present
SSA-DD/S
- TAB J - Division Project Support Staffing
Record

Recommendations in paragraph 6 above are approved.

Deputy Director (Support)

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